



ACQUISITION AND  
TECHNOLOGY

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010



02 MAR 1994

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
UNDER SECRETARY OF DEFENSE (POLICY)  
VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
PRINCIPAL DEPUTY UNDER SECRETARY OF  
DEFENSE FOR ACQUISITION AND TECHNOLOGY  
DEPUTY UNDER SECRETARY OF DEFENSE FOR  
ADVANCED TECHNOLOGY  
DIRECTOR OF TACTICAL WARFARE PROGRAMS  
DIRECTOR OF PROGRAMS ANALYSIS AND EVALUATION  
DIRECTOR OF ARPA

SUBJECT: Revolution in Military Affairs Project - Formal Authorization of Task  
Force Activities

In order to better understand and exploit the potential for revolutionary changes in warfare, the Secretary of Defense has authorized the establishment of a Revolution in Military Affairs (RMA) Senior Steering Group, chaired by the USD for Acquisition and Technology. In January, the Steering Group created four task forces to assist its efforts. I ask that you assign personnel who can represent your organization on each task force that has been established to assist the Steering Group.

These task forces will present their recommendations to the Steering Group by mid-September 1994. Three of these task forces will explore the potential for exploiting emerging technologies, as well as new operational and organization concepts, to enable revolutionary changes in theater warfare and smaller-scale operations. A fourth task force will develop specific proposals to foster innovation in technology, doctrine, operational concepts, and organization within DoD.

In addition, an RMA Working Group, chaired by the DASD/SR&R, Strategy, has been established to support the Steering Group's activities and to oversee and assist the task forces. The membership of the Steering Group, the Working Group, and the task forces is composed of representatives from OSD, the Joint Staff, the Services, and selected defense agencies.

I have attached a list of those who are currently working on the RMA Project for your information. In addition, I have attached a paper on the RMA that offers a summary of the concept and the current status of the Steering Group's activities.



059  
#640

Please have your designees contact David Ochmanek or Matthew Russell, at (703) 697-2467 or DSN 227-2467.

The next meeting of the Senior Steering Group for Policy on Exploiting the Military Technical Revolution will be held on March 7, 1994 from 1000-1200 in the Pentagon, Room 3E947 (USDA&T Conference Room).



John M. Deutch

Attachments  
a/s.

## Exploiting the Revolution in Military Affairs

### Background:

There is considerable evidence to suggest that we are in a period of revolutionary change in the ways in which wars are fought and other military operations are conducted. A revolution in military affairs (RMA) (also often described as the "military technological revolution" (MTR)) involves the synergistic incorporation of new technologies in military systems, innovative operational concepts, and organizational adaptation within the armed forces that fundamentally alter the character and conduct of military operations. The combination of these elements can produce dramatic improvements in military effectiveness and combat potential.

There is a broad consensus that the 20th century has witnessed three such revolutions. In the period between 1917 and 1939, internal combustion engines, armored vehicles, improved aircraft designs, and radio and radar were harnessed in new operational concepts and organizational structures to produce the *blitzkrieg*, carrier warfare at sea, and strategic aerial bombardment. A second revolution sparked by the incorporation of modern weapons (including nuclear weapons), jet aircraft, ballistic missiles, and advances in electronics brought fundamental changes in the 1950s and early 1960s.

A third revolution began in the late 1970s and 1980s. This revolution involves the application to theater warfare of cruise missiles, the use of satellites for reconnaissance, communications and global positional information, "stealthy" aircraft, advanced airborne radars, and precision-guided munitions. The revolution arrived operationally, at least in part, during the Gulf War of 1991, where the enormous potential of the integration of weapons systems with information networks began to be realized. A key breakthrough, however, is anticipated when we succeed in fully integrating the information networks we have developed for surveillance, tracking, target acquisition, and battle-damage assessment with our latest generation of weapons systems.

Maintaining America's superiority in military technology and its applications in this environment will require DoD to exploit new technologies, alter dramatically its traditional approach to system development, identify new operational concepts, and promote organizational innovation and adaptation.

## Discussion:

In September of 1993, the SecDef directed the establishment of an RMA Senior Steering Group, chaired by the USD for Acquisition and Technology, to coordinate and guide RMA activities within DoD. The Steering Group brings together the policy, technical, and operator communities to promote operational and organizational innovation within DoD to better exploit new advances in technology. The current membership of the Steering Group includes the USD for Acquisition and Technology, the DUSD for Advanced Technology, the Vice Chairman of the Joint Chiefs of Staff, representatives of the Services, the ASD for Strategy, Requirements, and Resources, the ASD for Plans and Policy, the Director of Net Assessment, the Director for Tactical Systems, and the Director for PA&E. The USD for Acquisition and Technology established a Working Group, chaired by SR&R, which is supporting the Steering Group's activities.

At the Steering Group's first meeting in January, the group approved the Working Group's recommendation to create three task forces to explore the potential for exploiting emerging technologies, as well as new operational and organizational concepts, to enable revolutionary changes in theater warfare and smaller-scale operations. The Steering Group also directed the creation of a fourth task force to develop specific proposals on ways to foster innovation in technology, doctrine, operational concepts, and organization within the Department of Defense. Working with the oversight and assistance of the RMA Working Group, the task forces are developing work plans for studies to be conducted by personnel within and outside DoD over the next several months.

## RMA Working Group Membership List

<u>Name/Organization</u>	<u>Phone #</u>	<u>Room #</u>
David Ochmanek, DASD OSD(P), SR&R, Strategy Chair, RMA Working Group	7-2467	4C767
Dr. Richard Wishner OSD(A), Advanced Technology	4-0205	3E1045
Steve Head OSD(A), Tactical Systems	7-6445	3E1044
Clark Murdock, DASD OSD(P), Policy Planning	5-2161	4B940
Chris Lamb, Director OSD(P), SO/LIC Chair, RMA Task Force on Smaller Scale Operations	3-5209	2B525
Andy Marshall, Director OSD(P), Net Assessment Chair, RMA Task Force on Innovation	5-1811	3A930
LCOL Tom Smith OSD(P), Net Assessment	7-1312	3A930
LCOL Jim Hardin J-7, Joint Staff	4-9621	1A720
LCOL Steve Cullen J-5, Joint Staff	4-7352	2E949
COL Bill Foster Army Staff Co-Chair, RMA Task Force on Combined Arms/Maneuver Warfare	7-4974	3E533
CDR Joe Sestak Navy Staff Co-Chair, RMA Task Force on Deep Attack	7-2534	4E514

LCDR Russ Keller LT Trey Mitchell Navy Staff	7-2534	4E514
COL Jim Lasswell Marine Corps Staff Co-Chair, RMA Task Force on Combined Arms/Maneuver Warfare	4-3706	AA2028
COL Chuck Miller Air Force Staff Co-Chair, RMA Task Force on Deep Attack	7-3717	4D1083
Paul Kozemchek ARPA	6-2444	4B926
Gil Klinger, Director OSD(P), Space & Advanced Technology Strategy	3-6927	1E760